

International Defense Acquisition Resource Management

IDARM

School of International Graduate Studies
Naval Postgraduate School
Monterey, CA

www.nps.navy.mil/idarm



COURSE GUIDE
2006-2007



International Defense Acquisition Resource Management (IDARM) Program

School of International Graduate Studies
Naval Postgraduate School
1411 Cunningham Road Room 344
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The International Defense Acquisition Resource Management (IDARM) program at the Naval Postgraduate School in Monterey, California, offers a wide range of defense acquisition resource management courses to our worldwide customers under the Expanded-IMET program. The majority of IDARM courses are delivered via Mobile Education Teams (METs) with two or more faculty members, depending on the subject matter to be covered and length of the course. The courses combine both classroom lectures and group exercises supplemented by case studies designed to highlight specific learning objectives involving defense acquisition management decision-making. Some courses cover a combination of interrelated subjects in a seminar format, with the goal of offering defense leaders the opportunity to explore strategic issues which must be addressed in order to improve their nation's defense acquisition processes and the business practices in use in each acquisition program. Our education programs are developed by Naval Postgraduate School faculty, and are tailored to the specific government organizational structures, national acquisition statutes and regulations, and defense acquisition objectives in place in each country we visit.

Twice yearly, we offer a two week resident course, Principles of Defense Acquisition Management (MASL P159200). The target audience is international military officers and civilian officials working in any of the professional fields supporting defense acquisition programs. The next course offerings are March 6-17 2006, and October 23 – November 3 2006.

In November of 2005, we will also offer Principles of Defense Procurement and Contracting (MASL P159202). It will immediately follow the Principles of Defense Acquisition Management course. Course dates are March 20-31 2006, November 6-17 2006. The target audience is international military officers and civilian officials working in the policy or operational aspects of tendering and contracting. This course examines tendering and contracting from an international perspective and examines different models, including the United States, EU and NATO.

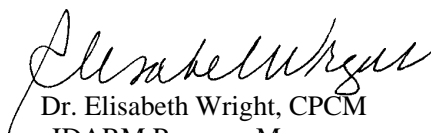
Our third resident course is International Defense Acquisition Negotiations (MASL P179069), to be held April 3-14 2006. This course is designed for US and international military officers and civilian equivalents who directly or indirectly contribute to development of negotiation positions, conduct analysis of information, or participate in negotiations. The course focuses on planning and preparing for negotiations with a special emphasis on negotiation of complex issues in a multi-cultural environment.

The “back to back” scheduling of these resident courses affords attendees the option of attending either or all courses. Course outlines are included in this catalog. The resident courses can also be offered in-country.

We encourage early reservation of quotas since course attendance is limited to 20 participants. Both resident courses are taught in English and require an ESL score of 80; waiver requests will be considered on a case by case basis. Both courses are approved for E-IMET funding for civilian students. The Naval Education and Training Security Assistance Field Activity (NETSAFA) exercises overall quota control for these resident courses.

This guide also includes general course descriptions for many of the on-site MET courses IDARM offers. MASL numbers have not been requested for these courses since most are specifically tailored to an individual country's requirements. We hope that these descriptions will be of value by assisting defense leaders and country team members to identify the areas of instruction which can be offered to their military and civilian acquisition officials.

We look forward to the opportunity to present an IDARM course in your country in the near future...and to welcoming your students to our resident course at the Naval Postgraduate School in Monterey, California!


Dr. Elisabeth Wright, CPCM
IDARM Program Manager

IDARM RESIDENT COURSES



Principles of Defense Acquisition Management (MASL P159200)

The two-week resident course at the Naval Postgraduate School in Monterey, California provides participants with an understanding of the underlying concepts, fundamentals and philosophies of defense acquisition management decision making and the practical application of program management methods to achieve national and international security goals. The course addresses management characteristics and competencies, control policies and techniques, systems analysis methods, risk management, and functional area concerns. Techniques for interpersonal relationships are examined in team exercise settings. Topics include the evolution and current state of defense acquisition policies and management practices in a defense environment characterized by civilian control of the military; the systems acquisition life cycle; strategic planning and implementation; business and financial management; user-producer acquisition management disciplines and activities; systems engineering; requirements evaluation and definition; offsets, logistics planning and support during the system life cycle; software acquisition; test and evaluation; program planning, organizing, staffing, directing and controlling; and supply chain management. Case studies are used throughout the course to analyze various acquisition issues and craft management solutions to a wide variety of defense policy and program execution issues. A sample course schedule is provided on the next page.



This course is suitable for military officers (of grades O-4 through O-6) and civilian officials (of grades GS-11 through GS-15 or equivalent) consisting of both U.S. and foreign military and civilian officials. Professional managers engaged in a broad range of acquisition fields such as policy development, contracting, logistics, program management, defense planning, production and quality assurance, and systems analysis are examples of potential attendees. It is approved for E-IMET funding for civilian students.

Week One

International Defense Acquisition Resource Management

Schedule of Events

IDARM Resident Course

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800 1130	<ul style="list-style-type: none"> NPS Orientation Defining personal goals for course 	<ul style="list-style-type: none"> Budgeting for Defense in a Democracy Making Force Structure Decisions National Security Strategy / National Military Strategy Offsets/FMS PPBE System 	<ul style="list-style-type: none"> Student Briefings: Requirements Generation Exercise Requirements Evaluation and Definition Offsets 	<ul style="list-style-type: none"> Student Briefings: MTRV Exercise Acquisition Milestones and Phases 	<ul style="list-style-type: none"> Student Briefings: MTRV Exercise Systems Engineering Process SEP Total Ownership Cost
	Lunch	Lunch	Lunch	Lunch	Lunch
1300 1530	<ul style="list-style-type: none"> Briefing of goals Administrative issues 	<ul style="list-style-type: none"> Requirements Generation Requirements Generation Case Exercise 	<ul style="list-style-type: none"> Acquisition Planning Case Exercise: Medium Tactical Vehicle Replacement (MTRV) Program 	<ul style="list-style-type: none"> Risk Management 	<ul style="list-style-type: none"> Integrated Product and Process Development (IPPD) Case Exercises

SATURDAY	Tour of San Francisco, CA
SUNDAY	Tour of Monterey, CA; Visit Monterey Bay Aquarium

Week Two

Schedule of Events

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800 1130	<ul style="list-style-type: none"> Computer Software Acquisition Management Test and Evaluation 	<ul style="list-style-type: none"> Life Cycle Cost 	<ul style="list-style-type: none"> Principles of Contract Management: An Overview 	<ul style="list-style-type: none"> Supply Chain Management 	<ul style="list-style-type: none"> Acquisition Reform Wrap Up Discussions Graduation Ceremony
	Lunch	Lunch	Lunch	Lunch	Lunch
1300 1530	<ul style="list-style-type: none"> Test and Evaluation (cont.) Test and Evaluation Case Exercise Student Briefings: Test and Evaluation Case Exercise 	<ul style="list-style-type: none"> Case Exercise: Life Cycle Cost Student Briefing: Life Cycle Cost 	<ul style="list-style-type: none"> Logistics 	<ul style="list-style-type: none"> Supply Chain Management (cont.) Case Study: Logistics 	<ul style="list-style-type: none"> Administrative Time

The next course offering is scheduled for March 6-17 2006 in Monterey, California. Total attendance is limited to 20 students. The schedule also includes a variety of informational program activities, including a trip to San Francisco and other Monterey Peninsula areas of interest. Each course will be open to both U.S. and international students. The Naval Education and Training Security Assistance Field Activity (NETSAFA) maintains quota control for this offering under MASL number P159200.

For more information, please visit the IDARM web site at www.nps.navy.mil/idarm.



COURSE DATES:

6 – 17 March 2006
23 October – 3 November 2006
5 – 16 March 2007



Principles of Defense Procurement and Contracting

(MASL P159202)

This two week resident course is offered twice yearly immediately following the Principles of Defense Acquisition Management course. The course provides an in-depth examination of policy, procedures and

best practices applicable to all phases of the procurement and contracting process. During the course, international practices which include the US, EU and NATO models for procurement and contracting are examined. The goal is to enable course participants to understand and implement, to the extent possible, the principles of efficient and effective procurement and contracting systems.

Specific topics include transparency, procurement planning; market research; writing and reviewing work specifications; competition policies; developing requests for tenders; tendering methods; evaluation techniques; analysis of technical and price proposals; contract administration/management; and contract closeout. Additionally, the course includes in-depth discussions of development and use of reporting systems and creation and sustainment of a professional procurement workforce. A study of concepts and practices related to online auctioning and electronic procurement is also included.

The course is highly interactive and combines lecture and class discussion with group exercises. A sample course schedule is provided on the following page.



This course is suitable for military officers (of grades O-4 through O-6) and civilian officials who deal in any aspect of procurement and contracting or in peripheral fields such as economics, program management, logistics or budgeting and finance. It is approved for E-IMET funding for civilian students.

COURSE DATES:

20 – 31 March 2006

6 – 17 November 2006

19 – 30 March 2007

Week One

Schedule of Events

International Defense Acquisition Resource Management IDARM Principles of Defense Procurement and Contracting

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800 1130	Course Introduction The Role of Procurement and Contracting in the Defense Acquisition System Transparency Three Phased Approach to Procurement and Contracting Introduction to Major Systems Contracting	Market Research Types of Work Specifications Creating Performance Based Work Specifications	<i>Phase II: Source Selection Phase</i> Terms and Conditions of Requests for Tender	Creating a Source Selection Plan	Tendering Procedures - Pre-Tender/Bid Conferences - Pre-Qualification of Bidders - Release of the Request for Tender - Amending Requests for Tender - Dealing with Problems During the Tendering Phase - Receipt and Control of Tenders
	Lunch	Lunch	Lunch	Lunch	Lunch
1300 1530	<i>Phase I: Pre-Procurement Activity</i> Procurement Planning: Long Range and Short Range Planning Development of Procurement Plans- Considerations and Framework Competition Considerations	Group Exercise: Medium Tactical Truck Program	Group Exercise: Medium Tactical Truck Program	Group Exercise: (continued)	Group Exercise (continued)

SATURDAY	Tour of Point Lobos
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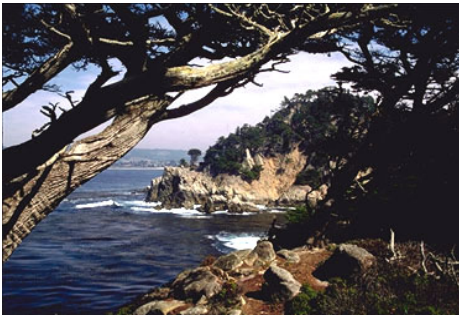
Week Two

Schedule of Events

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800 1130	Evaluation of Tenders: A Model for a Fair, Efficient and Effective Evaluation Process - Technical Evaluations - Price Evaluations - Business Capability Evaluations - Selecting the Best Source	<i>Phase III: Contract Administration</i> Contract Administration - Contract Modifications - Performance and Delivery Schedules - Contract Closeout	<i>Special Topics in Procurement and Contracting</i> Use of On Line Auctions Cooperative Procurement Initiatives Electronic Procurement	A Framework for Creating a Professional Acquisition Workforce	Wrap Up Discussions Graduation
	Lunch	Lunch	Lunch	Lunch	Lunch
1300 1530	International Negotiations Group Exercise (continued)	Group Exercise (continued)	Developing a Procurement and Contracting Reporting System Group Exercise: Creating a Reporting System	Case Study: Professionalization of the Acquisition Workforce	Administrative Time

International Defense Acquisition Negotiations

(MASL P179069)



The Defense Acquisition International Negotiations course focuses on planning and preparing for negotiations with a special emphasis on negotiation of complex issues in a multi-cultural environment. Extensive in-class negotiations are conducted. Course participants learn their negotiations style preference and how and when to adapt their negotiation styles given the behavior and goals of the parties involved.

Topics include fact finding techniques, gathering and use of information, selection of negotiators, characteristics of good negotiators, use of teams in negotiations, strategies and tactics for effective negotiations, ethics, types of power bases, analytical methodologies, relationship building in negotiations, developing negotiation arguments and counterarguments, developing negotiation positions, timing and pace, cultural consideration, communication and language barriers, identifying best alternatives to a negotiation position, completing the negotiation, drafting and signing negotiations agreements and enforcing negotiation agreements.

A capstone multi-cultural negotiation exercise focuses on the analysis of information, preparation of a formal negotiation plan, planning for negotiations, actual negotiations and a completion of a negotiation agreement.

This course is designed for U.S. and international military officers and civilian equivalents (of grades 0-4 through 0-6), who directly or indirectly contribute to development of negotiation positions, conduct analysis of information or participate in negotiations. Countries are encouraged to nominate more than one participant.

This course is offered twice yearly in Monterey, California. The course is E-IMET approved and can also be exported as a one or two week course (MASL P309134).



Week One

Schedule of Events

International Defense Acquisition Resource Management
International Defense Acquisition Negotiations, MASL 179069

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800 1130	Course Introduction The Procurement Process, Pricing & Negotiation Understanding Cost Elements	Price Theory Standards for Judging Price Techniques	Cost Based Pricing Cost Estimating Estimating Techniques	Techniques for Analysis of Labor, Materials, Tooling, Other Costs	Techniques for Analysis of Overhead Costs Final Analysis Requirements
1300 1530	Exercise: <i>Case Of the Pricing Predicament</i>	Introduction to Case Study: <i>Assignment I</i>	Case Study: <i>Assignment II</i>	Case Study: <i>Assignment III</i>	Case Study: <i>Assignment IV</i>
SATURDAY		Tour of San Francisco, CA			
SUNDAY		Tour of Carmel-by-the-Sea, CA			

Week Two

Schedule of Events

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0800 1130	Introduction to Negotiations Elements of Negotiations Stages of Negotiation	Negotiation Categories Strategy, Planning & Preparation	Power Conflict Resolution <i>Dealing with Difficult People: Self Assessment Tool</i>	Ethics <i>Negotiating Style Profile: Self Assessment Tool</i>	In Class Group Negotiation: <i>Twin Lakes</i>
1300 1530	<i>The Disarmament Exercise</i>	Communication & Persuasion <i>Negotiation: Alpha Beta</i>	Group Exercise		

* Selected readings throughout the course.

COURSE DATES:

20 November – 1 December 2006

INTRODUCTION TO IDARM MOBILE COURSES

The International Defense Acquisition Resource Management (IDARM) program in the School of International Graduate Studies, Naval Postgraduate School, Monterey, California offers a wide variety of defense acquisition resource management courses to our international partners. Each course is typically tailored to conform to the governmental structure and national acquisition processes in use in the host nation. Specific consideration is always given to the issue of civilian control of the military services and how defense acquisition processes must support the national security strategy in place within the nation. Our goal is to provide an educational framework within which countries can develop and sustain efficient and effective defense acquisition systems. Typically, IDARM courses run one or two weeks, depending on the subject matter being covered. All courses are taught via Mobile Education Teams (METs) by Naval Postgraduate School faculty, augmented by expert practitioners in the field.

For planning purposes, we have found that a class size of 20-35 works best. Daily class times can be varied according to the customer's requirements and the demands on the attendees themselves. For example, daily classes which begin at 0830 and end at 1330, with short breaks, can often help to increase course attendance by giving all students the opportunity to return to their offices in the afternoons or attend to other business matters after the class ends each day. Facility requirements are the same as for most in-country METs, and translation of course materials and the need for interpreters can be addressed on a country-by-country basis. When scheduling METs, please use MASL number 309131 (MET). For those countries who are considering a new IDARM program start, we ask that you contact the IDARM office so that we may work with you on the arrangements for an in-country survey. The in-country survey provides an opportunity to meet with defense acquisition officials and discuss their needs. The result is a tailored program that maximizes the benefit to the host country. Courses are often customized to meet the needs of individual countries. Depending on the country's needs and the topics selected, a weeklong course may cover only one or two topics; in other cases, the course may deal with upwards of 10-12 separate topics.

The following course descriptions provide a broad list of defense acquisition related subject areas. The courses are arranged in three general career fields: Defense Acquisition and Program Management, Defense Contract/Procurement Management, and Defense Logistics Management. As is the case with all IDARM programs, the goal is to meet your country requirements to the fullest extent possible. A Certificate of Completion Program is available to recognize participants completing a series of courses over a two year period. Details of the Certificate of Completion Program are outlined in Appendix 1.



Defense Program Management

BUDGETING FOR DEFENSE

This course is offered to develop students' capability to understand and manage the planning, programming, budgeting and execution system as it relates to the defense acquisition system. The roles of principal budget process participants in a specific nation are examined. Executive and legislative branch(es)/parliamentary budget processes are explored to understand the impact on the MOD and specific programs or projects. Budget formulation and execution strategies are evaluated to indicate the dynamics of executive-legislative branch competition over resource allocation priorities. Students examine defense Planning, Programming, Budgeting and Execution (PPBE) process as it relates to budget formulation and execution. Budgeting for life cycle of systems is examined. Student teams develop solutions to a case study.

FINANCIAL MANAGEMENT FOR ACQUISITION MANAGERS

This course is a study of financial management practices and issues associated with national defense department/MoD acquisition programs. The course has emphasis on: (1) the resource management process flow from initiation of a new acquisition program through execution of appropriated funds (procurement and research & development accounts) for that program; (2) the executive/legislative branch approval and review process unique to procurement; and (3) cost estimation, analysis and evaluation as tools for effective, sound acquisition management.

MANAGING DEFENSE INFRASTRUCTURE

This course is designed to provide students with an understanding of the underlying concepts and analytical processes involved in addressing the general issue of excess defense infrastructure (e.g. industrial facilities, military bases, and associated support personnel and functions) in the 21st century. The preferred method of delivery of this course is in a week-long seminar in residence at NPS Monterey. The national delegates selected by a single country will work in a team environment in order to assist them in drafting a baseline strategic plan for eventual review and implementation in their country. The focused program is designed to provide the small group of government leaders, both civilian and military, and their private sector counterparts with a broad understanding of the wide range of issues, and of the concerns of the many stakeholder groups involved that must be addressed in managing defense infrastructure. The seminar is presented in a combination of classroom lectures, group discussions and case exercises led by a team of NPS faculty. Simultaneous translation is provided as required.

PRINCIPLES OF ACQUISITION PRODUCTION AND QUALITY MANAGEMENT

This course provides the student with an understanding of the principles and concepts of production and quality management in the defense acquisition environment. Topics include production techniques, tools and technology; cost estimating methods; process oriented contract administration; production planning and control; progress payments; producibility issues; quality assurance and control; and production/operations management.

PRINCIPLES OF DEFENSE ACQUISITION AND PROGRAM MANAGEMENT

This course introduces the fundamental principles of defense systems acquisition and program management by examining acquisition policy issues; planning, programming, and budgeting (PPB) processes; acquisition strategies; contractual decisions; and program management philosophies, issues and concepts. The aspects of planning, organizing, staffing, directing and controlling within the program structure will be examined. Key functional areas are explored including program management, research & development, test and evaluation, contracting, funding and budgeting, logistics support, systems engineering and legal issues.

PRINCIPLES OF DEFENSE SYSTEMS ACQUISITION MANAGEMENT

This course provides the student with an understanding of the underlying concepts, fundamentals and philosophies of the systems acquisition process and the practical application of program management methods within this process. The course examines management characteristics and competencies, control policies and techniques, systems analysis methods, and functional area concerns. Techniques for interpersonal relationships will be examined in team exercise settings. Topics include the evolution and current state of systems acquisition management; the system acquisition life cycle; user-producer acquisition management disciplines and activities; and program planning, organizing, staffing, directing and controlling. Case studies are used to analyze various acquisition issues.

PROGRAM MANAGEMENT POLICY AND CONTROL

This course provides students with knowledge and understanding of major systems management control processes and tools, application of program management control systems; and the use of computer-based management information systems with emphasis on real world, practical systems for performance, cost and schedule control. Case studies involving program management problem solving and decision making in the defense acquisition environment are used.

SOFTWARE ACQUISITION MANAGEMENT

This course covers the total program integration approach to managing software aspects of defense systems. Discussions include selection of a software life cycle management methodology, functional baselines, software development programs, software engineering, software requirements tools, and the systems engineering process approach to software design and development. Case studies are used to explore the principles of acquisition and program management as they apply to defense software development efforts, with special emphasis on software management metrics (quality and process).

STRATEGIC PLANNING AND IMPLEMENTATION

This course is offered as either a course or seminar. The focus is the study and analysis of complex managerial situations requiring comprehensive integrated decision making. Topics include operational and strategic planning, policy formulation, executive control, environmental adaptation and management of change. Case studies in both the public and private sectors are used. Particular attention is given to strategic management in the military context of defense department/MoD organizations. Short seminars (one or two days) for senior civilian and military executive-level leaders are also available.

TEST & EVALUATION MANAGEMENT

This course covers developmental (DT), operational (OT) and joint test and evaluation, including planning concepts and procedures frequently used in test and evaluation programs. Military cases are used for examples. Topics include the role of test and evaluation in the systems engineering and acquisition management, DT and OT test planning, introduction to test design, conduct of tests, live fire testing, modeling and simulation, human systems integration, reporting of test results, range and resource issues, and lessons learned. Student teams will develop a detailed test plan.

Defense Contract / Procurement Management

ACQUISITION MANAGEMENT AND CONTRACT ADMINISTRATION

This course focuses on the management functions and decision-making techniques involved in the award and administration of contracts. The first phase of the course concentrates on the source selection phase of the acquisition process; specific topics include acquisition planning, market research, source selection planning, proposal development, tender/solicitation management, source selection evaluation and contract award. The second phase of the course emphasizes the performance phase of the acquisition process; specific topic areas include organizing for contract administration, transitioning to performance, quality management, subcontract management, financial management, performance monitoring, change management, and contract closeout. Case studies and practical exercises are used to illustrate various concepts.

ADVANCED CONTRACTING PRINCIPLES (PRE AWARD)

This course addresses advanced concepts within pre-award contracting. It includes an in-depth examination of complexities and nuances related to various contracting methods, advantages and disadvantages of use of various contract types, international negotiation, source selection, contingency contracting, environmental contracting, contracting for services, R&D contracting and international procurement. Major issues regarding acquisition reform are addressed. Ethical issues throughout the contracting process are examined. Cases are used to illustrate methods for attacking contracting problems and challenges.

ADVANCED CONTRACT MANAGEMENT (POST AWARD)

This course addresses advanced concepts within post-award contracting. Topics include disputes and appeals, claims, intellectual and technical data rights, post-award pricing and negotiations, terminations, contract modifications, traffic and transportation, value engineering, environmental contracting, contractor systems reviews, property administration, quality assurance, contract financing, alternative dispute resolution, labor relations, contractor performance monitoring and surveillance, and contractor performance evaluation.

CONTINGENCY CONTRACTING: CONTRACTING IN THE BATTLEFIELD

This course provides participants with a thorough understanding of the contractual considerations necessary to meet in-country logistical support needs of armed forces and peacekeepers that participate in various operations. Contractual arrangements in-country/in-theater are necessary to ensure that supplies, services etc. that must be obtained on the local economy meet operational needs. Contracts in-country for the leasing of vehicles, guard services, interpreter services, trash collection, cooks, maintenance, construction, bridge and road repair and humanitarian assistance efforts are examined during the course.

CONTRACT PRICING AND NEGOTIATIONS

This course provides the study and application of pricing theory and strategies, cost methods, cost and price analysis, cost principles, and contract negotiations as used in the national contracting process. Analytical tools for cost and price analysis are examined and practiced during the course. Students develop and sharpen negotiating skills by participating in practical negotiation exercises.

CONTRACTING FOR MAJOR SYSTEMS

This course is the study of the major systems contracting process, procedures, and practices. Topics include organizing for major systems acquisition, systems acquisition process, review and analyses of contractor proposals, source selection decision making, multi-year procurement, pricing, and administration of major systems contracts. Related topics include funding, reliability/maintainability, logistics support, research and development, test and evaluation, and legislative/parliamentary activity.

DEFENSE SYSTEMS CONTRACTING

This course is the study of major systems contracting policies, processes, procedures, and practices. A review of major systems acquisition and program management is provided but the primary focus is on the contracting process used to acquire defense systems for the military services. The topics covered include: acquisition environment, acquisition strategy, source selection, incentive contracting, risk management, competition, post-award systems contract administration, configuration management, warranties, industrial base, and ethics.

INTERNATIONAL DEFENSE ACQUISITION NEGOTIATIONS

This five day course examines the complexities related to cross cultural negotiations, preparations for negotiations, and negotiation strategies and tactics. The context is acquisition of defense systems, supplies and services. Special emphasis is placed on planning and preparing for negotiations and how to preserve relationships while negotiating the best deal. The course is highly interactive with a significant amount of time spent in negotiation situations. Course participants will learn about their individual preference for a negotiating style and will prepare a negotiation plan.

RESEARCH & DEVELOPMENT CONTRACTING

This course focuses on the issues and challenges associated with contracting for research and development requirements. Topics discussed include contracting arrangements for R&D support services such as analysis and trade studies, testing and evaluation, from both industry and government sources. Additionally, contract types, development of statements of work and other procedures for phases of R&D, e.g., basic research, advancement development, demonstration and pre production, as well as methods for market research, development of sources, source selection, and contract administration are explored.

Defense Logistics Management

LOGISTICS ENGINEERING

This course covers the concept of integrated logistics support in the design and maintenance of weapon systems. Operational requirements, system maintenance concept, functional analysis, life-cycle costs, logistics support analysis, systems design, test and evaluation, production, spare/repair parts management are discussed. This course also covers topics in logistics information technology, inventory management culture and commercial-sector best practices for military. Case studies include logistics life-cycle cost, reliability and readiness analysis for major weapon systems.

PRINCIPLES OF DEFENSE SYSTEMS ACQUISITION MANAGEMENT

This course provides the student with an understanding of the underlying concepts, fundamentals and philosophies of the systems acquisition process and the practical application of program management methods within this process. The course examines management characteristics and competencies, control policies and techniques, systems analysis methods, and functional area concerns. Techniques for interpersonal relationships will be examined in team exercise settings. Topics include the evolution and current state of systems acquisition management; the system acquisition life cycle; user-producer acquisition management disciplines and activities; and program planning, organizing, staffing, directing and controlling. Case studies are used to analyze various acquisition issues.

SUPPLY CHAIN MANAGEMENT

This course provides students with an understanding of the supply chain management process(es) which influence the efficiency and effectiveness of their military services' logistics support functions and equipment/force readiness. Case studies are used to focus team attention on how an individual country's defense supply chain operates within their internal national defense establishment and private sector provider network. Additionally, the course will cover the global external support/distribution chains (including alliance, host nation support, other services, international coalition partners and private corporations) and transportation logistics which provide required support to deployed forces.



APPENDIX 1

Certificate of Completion Program

Courses are offered individually or as part of a series. A series would be development and delivered over a period of several years. An example of a series is that for career development of an acquisition workforce. Within the three career fields listed below core courses are identified as well as elective or optional courses. Successful participation in the certificate program requires completion of a combination of core courses and elective courses over a two year period. Upon successful completion of the series of courses, a student would receive a Certificate of Completion issued by the School of International Graduate Studies and the Naval Postgraduate School.

Certificate of Completion in Defense Program Management
Certificate of Completion in Defense Contract / Procurement Management
Certificate of Completion in Defense Logistics Management

Defense Program Management

Core Courses:

Principles of Defense Acquisitions & Program Management
Principles of Defense Systems Acquisition Management
Principles of Acquisition Production & Quality Management
Program Management Policy and Control
Test & Evaluation Management
Supply Chain Management

Elective Courses:

Logistic Engineering
Software Acquisition Management
Managing Defense Infrastructure
Defense Resource Policy and Management
Budgeting as Part of the Acquisition System
Strategic Planning and Implementation
Budgeting as Part of the Acquisition System
Financial Management for Acquisition Managers

Defense Contract / Procurement Management

Core Courses:

Acquisition Management and Contract Administration
Advanced Contracting Principles (Pre Award)
Contract Pricing and Negotiations
Advanced Contract Management (Post Award)
Defense Systems Contracting
International Negotiations

Elective Courses:

Budgeting for Defense Acquisition
Research & Development Contracting
Government Electronic Procurement
Contracting for Major Systems
Contingency Contracting: Contracting in the Battlefield

Defense Logistics Management

Core Courses:

Principles of Defense Acquisitions & Program Management
Logistic Engineering
Supply Chain Management

Elective Courses:

Budgeting for Defense Acquisition
Multinational Logistics
Managing Defense Infrastructure